



Sage Policy
Group, Inc.

TECHNICAL PROPOSAL

Response Submitted by:

Sage Policy Group, Inc.

575 South Charles St. Suite 505

Baltimore, MD 21201

Contact Person: Anirban Basu, 410.522.7243

410.522.7244 (fax)

Sage Policy Group, Inc. is a Corporation organized under the laws of the State of Maryland. Further, it is hereby certified that Anirban Basu, Chairman & CEO of Sage Policy Group, Inc. is entitled to represent Sage Policy Group, Inc. in all business matters involving this RFP, is empowered to submit this proposal and is authorized to sign contractual agreements within the state of Maryland.

Proposals submitted in response to this RFP are irrevocable for 120 days following the closing date of proposals or of Best and Final Offers, if requested.

October 14, 2013



ORIGINAL



Sage Policy
Group, Inc.

October 14, 2013

6 N. Broadway, Suite 2
Baltimore, MD 21231

Michael McLaughlin
City Manager
City of Greenbelt
25 Crescent Road,
Greenbelt, MD 20770

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410-522-7243

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Dear Mr. McLaughlin

Sage Policy Group, Inc. (Sage) is delighted to submit this formal proposal to develop a long-term Economic Development Strategic Plan for the City of Greenbelt. The Plan will guide the future management, prioritization and allocation of resources for the development of infrastructure to support a viable tax base for the City. More specifically, the study will address the following scope of services:

- An assessment of the strengths and weaknesses of Greenbelt's business community;
- An assessment of how City government is perceived by local business;
- An examination of the effectiveness of economic development efforts/programs of Prince George's County and the State of Maryland and then manner in which they interact with municipal governments;
- A review of the economic development approaches implemented by relevant and proximate municipal governments.

Outlined in the subsequent pages of this technical proposal is Sage's understanding of and approach to work to be completed. You will also find a discussion of assigned staff qualifications, experience, and evidence of related work conducted by our company over the years and recently.

Please do not hesitate to contact us should there be any questions regarding methodology or any other aspect of the proposal. I can be reached at abasu@sagepolicy.com or at 410.522.7243. We thank you for the opportunity to compete for this engaging and important work.

Very truly yours,

Anirban Basu
Chairman & CEO, Sage Policy Group, Inc.



Sage Policy
Group, Inc.

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I. Executive Summary

We suspect that one would have a difficult time finding a research team with as much experience in Maryland as Sage Policy Group, Inc. In recent years, Sage has conducted research regarding the 1) Frederick Avenue corridor in Gaithersburg; 2) authored a tax capacity study for Wicomico County; 3) written a comprehensive economic development strategy for both the City of Cambridge and Talbot County; 4) presented economic data and analysis to chambers of commerce in Kent, Talbot, Cecil and Queen Anne's counties; 5) written a thorough economic impact for Cecil County; 6) the Washington County Arts Council.

Sage has also garnered expertise in the economics of a number of key industries relevant to the Washington, D.C. economic area, including healthcare, education, energy, tourism/arts/entertainment, construction/real estate, environmental sciences, government contracting, retail, money management and senior living. We are also expert communicators, and are prepared to engage audiences with differing backgrounds and interests. Ultimately, we strive for balance in our analysis, always maintaining non-partisan stances while offering analytical insights and recommendations with insights.

Throughout this proposal, we have presented our credentials, provided insights into our proposed approach, and offered to meet your expectations. We hope that you find our proposal compelling and that we will have the opportunity to support the people of Greenbelt.

II. Profile

Sage Policy Group, Inc., a Sub Chapter S Corporation, was established in 2004 by Anirban Basu. Sage is an eleven-person economic and policy consulting firm specializing in economic, fiscal and legislative analysis, program evaluation, and organizational and strategic development. The firm's clients include public agencies at every level of government, law firms, developers, money managers and an array of nonprofit organizations operating in a variety of segments. As experts in research methods, our corporate focus is to utilize sound, widely accepted analytical techniques that provide our clients and their stakeholders with valid and reliable knowledge and information to support critical organization and decision-making requirements.

As perhaps the most recognizable economic/policy consultancy in Maryland, Sage knows how to provide insight into the policy choices that an economic or fiscal environment may produce. Sage is also adept at working with various stakeholders. In recent times, we have worked with the community in Carroll County in the context of a proposed airport runway expansion, with a vast array of stakeholders in Cecil County in the context of their growth strategy (including with environmental, anti-growth advocates, horse farming and agrarian interests), and with stakeholders in Delaware regarding the proposed expansion of gaming activities, including the Governor of that state.

Sage's clients appreciate the firm's capacity and willingness to go beyond trend forecasts and to envision likely scenarios and their impacts on key variables, including revenues and expenditures. One of our principal strengths is the capacity to predict real estate and construction-related variables, which is important along both economic and fiscal dimensions.

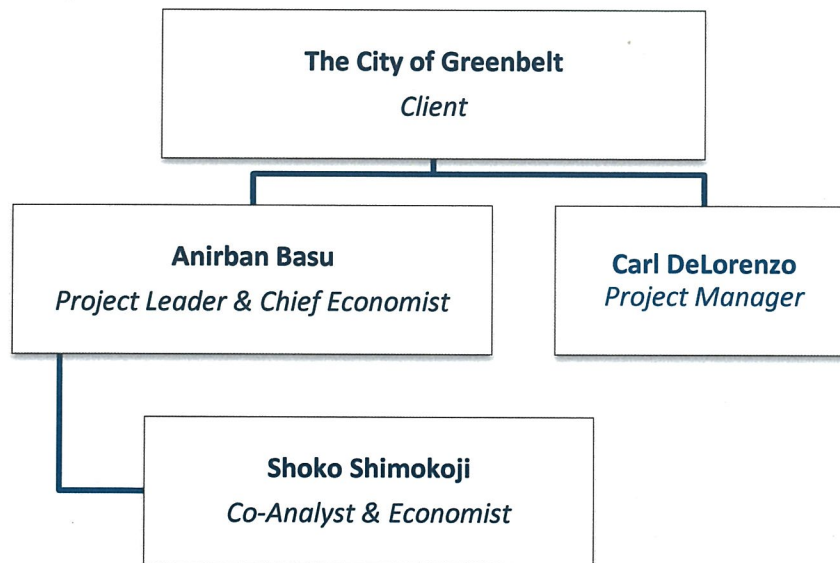
We are also immensely capable public speakers, and we presume that the City of Greenbelt will want to be able to convey key findings of the study in a way that is impactful and attracts significant attention. We would be delighted to serve as objective, third party analysts serving the state and its many stakeholders.

III. Personnel

This is a significant project and will require an array of skills. Sage economist Anirban Basu shall serve as chief economist on the project. He will also be personally responsible for reaching out to various data sources that must be accessed in ad hoc ways. He shall also be responsible for the quality of the narrative and will be the key decision-maker regarding data utilization and analytical methods.

Chief Operating Office Carl DeLorenzo shall be assigned project manager, and economist Shoko Shimokoji shall be a co-analyst and will be responsible for significant portions of data analysis. Please find resumes and short summaries for all staff below. Sage acknowledges that all key personnel discussed herein shall be used for the duration of this project and cannot be changed without the approval of the Director of the Office of Economic Development.

Organizational Chart



Anirban Basu

Chairman & Chief Executive Officer

Sage Policy Group, Inc.

6 N. Broadway, Ste. 2

Baltimore, Maryland 21231

410-522-7243

abasu@sagepolicy.com

Career Brief

Anirban Basu is Chairman & CEO of Sage Policy Group, Inc., an economic and policy consulting firm in Baltimore, Maryland. Mr. Basu is one of the Mid-Atlantic region's most recognizable economists, in part because of his consulting work on behalf of numerous clients, including prominent developers, bankers, brokerage houses, energy suppliers and law firms. On behalf of government agencies and non-profit organizations, Mr. Basu has written several high-profile economic development strategies, including co-authoring Baltimore City's economic growth strategy.

In recent years, he has focused upon health economics, the economics of education and economic development. He currently lectures at Johns Hopkins University in micro-, macro- and international economics.

Mr. Basu is involved with numerous organizations in a voluntary capacity, including serving as a board member for First Mariner Bank. He is also chairman of the Baltimore County Economic Advisory Committee and economic advisor to the Baltimore-Washington Corridor Chamber of Commerce.

Mr. Basu earned his B.S. in Foreign Service at Georgetown University in 1990. He earned his Master's in Public Policy from Harvard University's John F. Kennedy School of Government, and his Master's in Economics from the University of Maryland, College Park. His Juris Doctor was earned at the University of Maryland School of Law in 2003.

Experience**CHAIRMAN & CEO, SAGE POLICY GROUP, INC.**

2004-

- Founder
- Chief economist
- Responsible for securing contracts
- Responsible for successful execution of projects and quality management
- Sole equity holder
- Responsible for representing the firm through public speaking and in the media

CHAIRMAN & CEO, OPTIMAL SOLUTIONS GROUP, LLC

2002-2004

- Co-founder
- Chief economist
- Responsible for successful execution of projects and quality management
- Major equity holder

DIRECTOR, APPLIED ECONOMICS & SENIOR ECONOMIST, RESI/TOWSON UNIVERSITY

1992-2002

- Directed all research/consulting projects with heavy economic content



Sage Policy
Group, Inc.

- Authored numerous publications, including *Outlook Maryland & Mid-Atlantic Economic Quarterly*
- Secured numerous contracts with private, public and non-profit entities, including the Maryland Department of Human Resources, BP, St. Paul Companies, Maryland Department of Business and Economic Development, Baltimore City Public School System, Maryland Office of the Comptroller, the Baltimore Symphony Orchestra Players' Committee, Baltimore County Chamber of Commerce and Mayor's Office of Baltimore City.

Education

J.D., UNIVERSITY OF MARYLAND SCHOOL of Law, 2003 (*passed MD Bar Exam, 7/03*)

- Graduated with honors
- Awarded the Larry B. Shoba Prize for Top Evening Student
- Concentration in General Business Law & International Trade

M.A., MATHEMATICAL ECONOMICS, UNIVERSITY OF MARYLAND, 1998

- Concentrations in Public Finance & Industrial Organization
- Thesis: The Objective Function of Big City Mayors

M.P.P., JOHN F. KENNEDY SCHOOL OF GOVERNMENT, HARVARD UNIVERSITY, 1992

- Concentrations in International Development & Business and Government
- Thesis: The Impact of the 1986 Tax Reform Act on Commercial Real Estate Values in the Boston Metropolitan Area

B.S., FOREIGN SERVICE, GEORGETOWN UNIVERSITY, 1990

- Concentration in International Relations, Law & Organization
- Certificate in Asian Studies

Carl DeLorenzo
Chief Operating Officer
Sage Policy Group, Inc.
575 South Charles Street, Suite 505
Baltimore, MD 21201
cdelorenzo@sagepolicy.com

CAREER BRIEF

Carl DeLorenzo is Chief Operating Officer and a policy analyst at Sage Policy Group, Inc. Mr. DeLorenzo oversees Sage Policy Group's contract development and directs the public policy arm of the company through marketing and research. He is also a contributing author for a number of Sage Policy Group's public policy analyses.

Prior to his work at Sage, Mr. DeLorenzo served as a senior budget analyst with the Maryland Department of Budget and Management for four years specializing in health, human services, and housing budget and policy development. He also spent one year as special assistant to the Department's Secretary providing revenue, tax, and debt service advice, legislative research, and state budget development support. He was also appointed as a voting member of the Interagency (Group Home) Rates Committee and a member of the Child and Family Services Advisory Board.

Additional professional capabilities include public polling data analysis, demographic profiling and political history research for various political institutions and clients.

EXPERIENCE

Chief Operating Officer Sage Policy Group

**Baltimore, Maryland
2007 – present**

- Leads all project management, contract management and development efforts
- Directs Sage Policy Group's public policy arm through marketing and research, particularly to state government agencies
- Drafts all contract proposals
- Tracks project volume, workflow and profit margin from one-time and annuity-based clients
- Provides public policy and economic analysis to numerous Sage Policy Group research projects

Senior Budget Analyst Maryland Department of Budget and Management

**Annapolis, Maryland
2003 – 2007**

- Managed budget and policy development for over \$2 billion of state health and human services programs, including: welfare, child welfare, child care, child support, mental health, and developmental disabilities
- Forecasted trends in health and human services caseloads, managing federal fund requirements and restrictions that support Maryland health and human services programs
- Presented to the Governor an annual, balanced health and human services budget with policy recommendations
- Policy duties: lobbied members of the legislature to influence decisions regarding budgetary investments and legislation impacting health and human services policy; produced policy papers for the Budget Secretary and the Governor's Office that addressed the direction and angle of human services programs

- Management duties: wrote and managed select performance contracts that involved group home reform and a social worker time efficiency study; calculated state funding adjustments necessary to comply with a new Medicaid waiver that allowed Medicaid claiming on certain foster care expenses of children with disabilities; computed funding for a new Maryland Compact agreement in which both private and state funds were committed to provide substance abuse treatment to parents of children in foster care

Research Analyst

New Brunswick, New Jersey

Eagleton Institute of Politics

2002

- Researched New Jersey legislation and statutes using government texts and on-line sources to uncover individuals' voting rights and voter accessibility to election information
- Edited reports for the "Eagleton New Jersey Project," which emphasizes election reform and improved campaign conduct
- Applied quality rating points to election-related material, including news content and campaign literature; then presented abstracts and observations for insertion into the "New Jersey Campaigns in 2001" study
- Calculated and compared figures on voter turnout from three previous gubernatorial races to trace the effect of voting laws on voter participation
- Critiqued television campaign ads from the New Jersey gubernatorial and legislative races for substance and advocacy/attack method

Governor's Advance Representative

Trenton, New Jersey

Office of the Governor Donald T. DiFrancesco

2001-2002

- Served as head contact and facilitator on-site at approximately five events per week
- Developed Governor's public image: determined event itinerary, monitored engagements, devised the speaking program, and incorporated participants into program agendas
- Made final decisions on event locations, staging, audience placement and press interviews
- Accomplished ideal viewing for guests, print, and television media
- Acted as the direct liaison with the Governor's briefings, speech writing, and press offices
- Coordinated events with both houses of the State Legislature, State Departments and Cabinet Members, companies and foundations

EDUCATION

The Johns Hopkins University 2000

Bachelor of Arts: Economics

University of Maryland College Park 2012

Masters of Public Management: Social Policy

Shoko Shimokoji
410.522.7243/shoko@sagepolicy.com

EDUCATION

University of Maryland Baltimore County, Baltimore, Maryland May 2008
Master of Arts in Economics

Capstone topic: “Corruption, trade liberalization and economic growth” – assessed whether trade liberalization entails the intended positive impact in corrupt countries using cross-country panel data

University of Maryland Baltimore County, Baltimore, Maryland Summer 2006
Bachelor of Arts in Economics

Related Courses: mathematical economic analysis, international trade theory, economic development in Latin America, Advanced Spanish

Takushoku University, Tokyo, Japan Spring 2006
Bachelor of Arts in International Development

Related Courses: Economic Development in South-East Asia, Central Asia, Cultural Communication

Thesis topic: “Economic development in Latin America” – covered the most notable literature in the topic

OCCUPATION

Sage Policy Group Inc. (October 2008-present)

- Literature review: public finance, regulations in health care industry
- Economic forecasting

University of Maryland Baltimore County, Department of Economics, Research Assistant (September 2006 – September 2008)

- Quantitative analysis: impact of funding-by-outcome policy on student outcome in 19th century England, assessment of geographical market for the hospital industry
- Literature review: Capital structure of a firm in post-regulation period, NAFTA and outsourcing

University of Maryland Baltimore County, Learning Resources Center, Tutor of economics, Japanese, Spanish (September 2004 – May, 2008)

- Teaching students / providing assistances with assignments and supplemental learning materials in order to facilitate understanding of the subject
- Developing a study-curriculum for each individual according to their needs

Inter-American Development Bank, Washington DC, Intern (June 2007 – August 2007)

- Evaluating various development projects executed under the Bank’s financial contributions
- Collecting and developing data-set for the indicators to evaluate the Bank’s projects

Nippon Koei Latin American Headquarter, Republic of Panama, Research Assistant (August 2006)

- Collecting and organizing data on Japan's Official Development Assistance (ODA) transferred to each industrial sector of different countries in Latin America and Caribbean region
- Analyzed the past trend in Japan's sectoral ODA strategies

Merrill Lynch, Intern (May 2006-August 2006)

- Translation of risk assessment questionnaires for Japanese clients in order to facilitate understanding of the context
- Conducting market research and provide updated market information in order to provide clients with the best financial products

IV. Qualifications and Experience

A. Project Examples

The study team has included below excerpts from four recently completed projects by our company that it deems comparable in scope to the services required by the City of Greenbelt.

Project 1: The City of Gaithersburg Finance Department (Fall 2013)

- *Project Name:*

Frederick Avenue Corridor & Vicinity Development Capacity Study Summary

- *Project Timeline:*

Completed over the course of 10 months within the desired timeline

- *Implementation Status:*

The Study is scheduled to be presented formally to the Gaithersburg City Council in October 2013

- *Report Description (Excerpt):*

Purpose/Context

The City of Gaithersburg hired Sage Policy Group, Inc. to develop a comprehensive Frederick Avenue Corridor & Vicinity Development Capacity Study that identifies the study area's primary assets, amenities, opportunities, and current constraints & liabilities including:

- Baseline demographic, market, and housing studies of the entire study area;
- A complete Market Analysis with an emphasis on the Commercial District;
- A complete Fiscal Impact Analysis; and
- A collection of "Next Step" recommendations and strategies.

Methodology

To develop the Capacity Study, the Sage study team engaged in a number of activities, including conducting focus groups with stakeholders, reviewing previous Master Plans and other planning and zoning documents,, and analyzing reams of county- and town-specific data.

Key Findings

There are many constraints on the Corridor, including a relative dearth of available developable land, height/APFO restrictions, lack of high-end appeal, competition with other emerging commercial centers in and out of Gaithersburg and Montgomery County, and falling median household incomes. A market study of the Corridor stands for the proposition that the Corridor will significantly lag the balance of the city and the county in terms of investment momentum. Existing office and retail space will continue to age while new commercial investment will be in relatively short supply despite ongoing employment growth in and around Gaithersburg.

Further, the data indicate a lack of new retail opportunities in the Corridor when in fact there are many. However, much of the excess demand to be served presently is not associated with the existing Corridor residential base.

Recommendations & Implementation

The study team has focused on realistic outcomes and expectations. Progress is most likely to be sequenced as follows. Higher quality residential development will be attracted first. All the while, the City will be making investments to improve the functioning, look, and feel of the Corridor, which will increase its appeal to all forms of users. The recommendations fall into five major categories:

- Adopt an Owner Occupancy Only Policy within the Corridor
- Beautify the Corridor Now!
- Upscale the Corridor's Commercial/Retail Offerings
- Create an Environment Suitable for a Signature Office Building to be attracted to the Corridor
- Sequence Corridor Capital Investment in the Most Logical Manner Possible

The primary financing option the study team recommends is the establishment of a special taxing district. The proposed special taxing district would raise more than \$660k per annum, allowing for upfront debt issuance of approximately \$13 million. This would finance approximately 27 percent of the Corridor's need for investment.

Project 2: Talbot County Office of Economic Development (Spring 2013)

- *Project Name:*

Economic Development Strategic Plan for Talbot County and the Towns—an Opportunity for Alignment

- *Project Timeline:*

Completed over the course of seven months within the desired timeline

- *Implementation Status:*

Formal dialogue about implementing Sage’s recommendations continues between the Office of Economic Development, County Council, and Towns

- *Report Description (Excerpt):*

Purpose/Context

The Talbot County Office of Economic Development hired Sage Policy Group, Inc. to develop a long-term Economic Development Strategic Plan for Talbot County, including the Towns of Queen Anne, Easton, Oxford, St. Michaels and Trappe, and the County’s 22 villages. This Plan will help guide future management, prioritization and allocation of resources for the development of infrastructure to support a viable tax base for the County and Towns.

Methodology

To develop this strategic plan, the Sage study team engaged in a number of activities, including conducting SWOT sessions with stakeholders representing virtually every Talbot County community, reviewing strategic planning and other reports that have been produced over time and analyzing reams of county- and town-specific data.

Recommendations & Implementation

Talbot County:

- 1) Business-friendly initiatives;
- 2) Aggressively pursue target industries for retention and attraction by creating new resources for economic development;
- 3) More pragmatic approach for the real property tax credit for commercial or industrial businesses;
- 4) Increase the amount of strategically-situated industrial & commercially-zoned land in Talbot County, including in larger towns;
- 5) Create a new private nonprofit economic development corporation/partnership;

- 6) Embrace role as senior living/retirement community;

Town of Easton:

- 7) Continue to facilitate growth in healthcare delivery;
- 8) Improve appearance from Route 50 to attract visitors passing through;
- 9) Encourage infill development/redevelopment of vacant property downtown;

Town of St. Michaels:

- 10) Improve signage throughout the town;
- 11) Address parking;
- 12) Attract more professional business establishments downtown;

Town of Trappe:

- 13) Establish Trappe as the County's primary industrial recruitment community;
- 14) Accelerate mixed-use development;

Queen Anne, Oxford & the Villages:

- 15) Strategically situate new housing to attract young, upwardly mobile professionals; and
- 16) Ongoing land/natural resource preservation.

Concluding Comments

Talbot County is associated with a number of incredibly attractive characteristics – characteristics consistent with successful economic development. These include a substantial number of high net worth households, ample waterfront, historic architecture, developed links to Maryland's Western Shore, good schools, a well-established hospitality industry and a reputation for a high quality of life. It offers one of the lowest real estate tax burdens in the state, has an educated and competitive workforce with wages that are below the state average and offers an abundance of water, electricity, and redundant high speed fiber.

But the community also faces significant economic development challenges, including a lack of coordination and vision between the County and the Towns, a small labor force, generally expensive land and frequently unaffordable housing. This has made attracting and retaining a significant commercial/industrial base difficult, which in turn has rendered the tax base highly dependent upon residential activities. Additionally, retaining and attracting the industrial base is difficult due to the perception that Talbot County is not a business friendly place, that the development process takes too long and is too expensive, and that the County does not invest in economic development resources and programs.

This report provides 16 recommendations that if implemented with fidelity would create an environment that is more consistent with commercial/industrial growth. Among the industries that the Sage study team has identified are obvious candidates such as healthcare and less intuitive industries such as financial services, manufacturing, and corporate back office operations. Among the most important recommendations is the establishment of a private, non-profit economic development corporation that would jointly establish infrastructure investment, land-use, and business retention and attraction strategies. Naturally, this corporation would not trump the powers vested in the County or the Towns nor displace the functions of economic development offices. Rather, the corporation would seek to intensify the effect of economic development offices throughout the county. A coordinating body of this type appears necessary given the lack of alignment between County and Town visions.

Project 3: City of Cambridge – Economic Development Department (Spring 2010)

- *Project Name:*

City of Cambridge Economic Development Strategic Plan

- *Significant Challenges Faced:*

The vast array of stakeholders interested in this strategic plan and their diverse set of perspectives created significant challenges for the study team. In these types of efforts, it is difficult to keep people with such wildly disparate interests content throughout the process. The only way to manage the process is to provide objective, often quantified information that is credible and drives the analysis. Any appearance of subjectivity or self-interest destroys the possibility of full community buy-in.

- *Project Timeline:*

Completed over the course of ten months within the desired timeline

- *Implementation Status:*

The City Council approved the Strategic Plan by a vote of 4-0.

- *Report Description (Excerpt):*

Strategic Context

The City of Cambridge is genuinely the “jewel of the Delmarva peninsula.” Cambridge possesses all the resources and history to earn that label: breathtaking waterfront views, the Blackwater Wildlife National Refuge, a heritage that among other things includes the legacy of the great Harriet Tubman, a University of Maryland medical facility, a quaint and historic downtown, a concentration of artists and small business owners, tranquility and easy access to several major cities.

Despite its myriad advantages, the City has not achieved an acceptable degree of economic success relative to other Eastern Shore population centers. The primary purpose of this economic development strategy is to analyze the City’s opportunities, weaknesses, competitive environment and place within the 21st century economy in order to develop a set of action plans that will accelerate business formation, promote investment, bolster employment opportunities, speed income growth and vastly increase the size of the City’s long-run tax base. The report also provides a guide for recommendation implementation, including estimating the cost and benefits of implementing the recommendations.

Methods/Approach

The Sage consulting team approached this endeavor from a number of different angles, including a comprehensive literature review, dozens of interviews with key community stakeholders, extensive data analysis, a comprehensive SWOT analysis, and leveraging of previously acquired experience in crafting economic development strategies on behalf of other communities.

Community Profile

The community is characterized by high unemployment, low incomes, low educational attainment, poor educational outcomes, deteriorating housing stock in many areas, high vacancy downtown, high industrial vacancy, lack of visitation and tourist activity relative to competitor communities and high taxes. These elements are highlighted in the report's SWOT analysis.

Conversely, the community is also associated with rapid small business formation, available developable land, waterfront, a historic downtown and quaint architecture, proximity to several large cities, a growing community of artisans, the legacy of Harriet Tubman, the presence of the four-star Hyatt resort, adjacency to Route 50, a can-do workforce, an area attractive for retirees, a University of Maryland-operated medical center and innumerable stakeholders who care deeply about the City.

Project 4: Cecil County Office of Economic Development (Winter 2007)

- *Project Name:*

The Cecil County Growth Study

- *Significant Challenges Faced:*

The vast array of stakeholders interested in this strategic plan and their diverse set of perspectives created significant challenges for the study team. In these types of efforts, it is difficult to keep people with such wildly disparate interests content throughout the process. The only way to manage the process is to provide objective, often quantified information that is credible and drives the analysis. Any appearance of subjectivity or self-interest destroys the possibility of full community buy-in.

- *Project Timeline:*

Completed over the course of six months within the desired timeline

- *Implementation Status:*

County continues to implement recommendations in conjunction with planning for BRAC activities.

- *Report Description (Excerpt):*

Purpose of the Study

This growth study is intended to provide policymakers and other stakeholders with highly detailed statistical and descriptive portraits of the range of issues and options that face the community. Ultimately, this study is to inform the community about the choices it will need to make and to provide the data, analysis and insight necessary to help the community adopt a coherent set of policies and principles to guide economic growth and development.

Background

The Cecil County Economic Development Commission created a workgroup to oversee the development of this Economic Growth Study. The workgroup initiated a Request for Proposal (RFP) process which resulted in the selection of Sage Policy Group, Inc. to conduct this study. Sage began by reviewing key documents including the Cecil County Comprehensive Plan, the Cecil County Economic Development Strategic Plan and The Report of the Cecil County Agriculture and Farmland Protection Task Force. Sage collected quantitative and qualitative data from both public and private sources that allowed for the characterization of economic, demographic and fiscal trends in Cecil County.

The analysis was and is complicated by numerous factors, including:

- the presence of eight municipalities and the political complexity that creates;

- a perpetually evolving set of environmental regulations emerging from state and federal government;
- the disparate interests of Cecil County stakeholders; and
- the uncertainty associated with reactions of the marketplace to various policies and public investments.

To date, Cecil County has been regarded as a largely rural jurisdiction on the edge of two large metropolitan areas, Philadelphia/Wilmington and Baltimore. Cecil County will increasingly be viewed as a suburb of both. Growth pressures originating from more populous areas are already evident. Over the past five years, the county's employment surged 27 percent while its population rose 13 percent. The availability of developable land, mounting growth pressures originating in larger, surrounding jurisdictions and the presence of I-95, Route 40 and other elements of the Northeast's transportation infrastructure effectively guarantee rapid growth in the decades ahead.

The challenge, therefore, is not simply to stimulate economic development, but to aggressively manage it in order to: promote the county's environment and rural heritage; provide an adequate infrastructure; and create a balanced tax base. At the same time, Cecil County must create an environment that can simultaneously attract high-wage employers and businesses that are of central importance to quality of life, including restaurants and retailers.

Summary

Cecil County is fortunate to find itself in the midst of a level of economic opportunity likely unprecedented in the county's modern history. This opportunity comes with challenges, however, including in the form of infrastructure demands, pressures on open space, the county's agricultural sector, and workforce. The data, analysis, and recommendations provided by the study team are intended to help the County manage growth while accommodating the opportunity that emerges from the Philadelphia/Wilmington and Baltimore areas.

VI. Work Plan

Our Theory of Action

As the pages above indicate, we have conducted economic development analyses throughout Maryland on behalf of cities large and small, including Baltimore City, Gaithersburg, Frederick, Cambridge, Annapolis, College Park, Bowie, Hagerstown, Chestertown, Elkton, Salisbury among others. Our belief is that economic development must be primarily organized around the attraction of human capital, whether through the provision of amenities that appeal to knowledge workers, tax breaks offered to businesses in certain growth industries, tax breaks offered to developers who are able to increase a community's "cool" factor, or through partnerships with key local institutions, including universities such as the University of Maryland, College Park. The desire among some stakeholders to attract the FBI's headquarters is largely associated with the in-migration of human capital and the economic activities that will be supported by that capital.

Scope of Work

Sage will conduct an economic and a SWOT analysis and will formulate a recommendation as to whether the City of Greenbelt should take a more active role in economic development and if so, what that role/strategy should be. Specifically, the Sage research team will provide:

A. An assessment of the strengths and weaknesses of Greenbelt's business community;

Sage will define a process to determine more specifically what the business community views as key growth and economic development drivers or opportunities. Additionally, Sage will facilitate an examination of the City to determine strengths, weaknesses, opportunities, and threats (SWOT) that may impact the economic future of Greenbelt. Questions to be asked include:

1. What are the key economic drivers from the business perspective?
2. How is the area's overall business climate perceived?
3. How are State and local governments influencing business development?
4. Is there appropriate alignment of local businesses with regulatory processes and government resources to attain growth objective?

Through industry focus groups, meetings with elected officials and business leaders, and workshops, the Consultant will develop the SWOT analysis to prioritize a list of guiding principles. Of primary importance will be the development and prioritization of those goals which can be accomplished over a three to five-year timeframe and that can be tracked and addressed over a longer ten-year timeframe. Every effort will be made during this process to create a balance between developing an atmosphere that encourages open dialogue and an agenda structure that frames clear examination of the economic development issues. Key elements of the agenda structure include:

1. List strategic issues developed by business, government and community leaders that can serve as the basis for formulating goals, objectives and strategies as determined by a review of SWOT Results for The City of Greenbelt
2. Identify constraints and opportunities for economic development to include the planning and permitting development process for the City; the amount of resources directed to the City's economic development activities; the availability of industrial and commercial developable land; the cost of

developing; the ease of commuting, the existing infrastructure capacity including, roads, utilities and aviation access; housing supply; education, and workforce development opportunities; access to healthcare options; redevelopment constraints within Priority Funding Areas; local and State financing constraints; potential land value changes; business climate issues; condition of buildings in the towns; and other relevant criteria for consideration of a long-term strategic plan for development.

B. An assessment of how the city government is viewed by local businesses;

Sage will design an economic development strategic plan ready for recommendation to the City of Greenbelt. The Plan will include goals, objectives and strategies that assist stakeholders in further diversifying the economy of the City. The Economic Development Strategic Plan will address the following specific concerns:

1. Generate actionable ideas to identify and support local businesses and create strong alliances between the needs of existing businesses and the entrepreneurial activity of small businesses.
 2. Identify areas in which increased collaboration will produce economies of scale and benefit all parties and community partners in achieving strategic objectives. This may include key partnerships (government, private, and non-profit) that will improve the success of the Plan along with recommendations as to the appropriate level of involvement from each party in these collaborations.
 3. Identify Marketing Strategies — What messages and campaigns should be implemented to inform and influence site selection decision makers to attract targeted industries? Who are some of the major decision makers and consultants in the respective targeted industries? What information should be posted on the Greenbelt website that will be most useful to corporate and national site selection consultants within each targeted industry?
 4. Identify resources to fund Incentive Programs and Development Opportunities
 - What local incentive programs will help attract new job growth in targeted industries and what programs will help retain existing jobs with those industries?
 5. Policy Change Recommendations - Identify changes in land use and/or zoning as well as other local policies or procedures that could facilitate achievement of the desired economic development objectives related to the identified target industries and potential locations.
 6. Generate strategies and actionable ideas which will strengthen the economic vitality of the City of Greenbelt while recognizing that the strength of the region is dependent upon the strength of its core areas of competitive advantage.
- C. An examination of the economic development efforts/ programs of Prince George's County and the State of Maryland, and how they interact with municipal governments

For years, economists and other analysts have studied the underperformance of the Prince George's County economy vis-à-vis other large Washington area jurisdictions, including most notably Montgomery and Fairfax counties. Many theories have been put forth, but one is that Fairfax and Montgomery County economic development efforts have simply been more aggressive and fruitful.

We suspect that there are many other factors at work and come to this project with a completely open mind. We have personally known many of Prince George's County's economic development leaders over the years and they have generally been people who are viewed as occupying the highest levels of

their profession. That said, economic development is about more than attractiveness of personalities and encompasses factors such as quality of workforce, availability of developable sites, tax policies and other aspects of the economic environment. It is in this broader context that we will study both the efficacy of County and State economic development programs as they relate to the performance of the Prince George's economy.

D. A review of what nearby comparable municipal governments do in economic development

Sage is a consultant to many of the region's local governments. We lecture to them, write strategies for them, recommend policy shifts to them and are also often educated by them with respect to emerging trends and techniques. We think that this positions Sage almost uniquely to meaningfully conduct this aspect of the work. We already know the key names and their contact information. We know that they would not continue to use our services if they did not find them to be valuable, particularly during a period of such fiscal constraint.

Importantly, we would not limit our explorations to communities in Maryland. Over the years, we have also conducted a significant volume of work in Northern Virginia for both public and private entities. We also recently conducted a significant study on behalf of the District of Columbia Chamber of Commerce.

We would be specifically analyzing the following economic development dimensions:

- Staffing and funding levels of local economic development offices;
- Primary techniques used to retain and/or attract employers (e.g., tax breaks, eminent domain, public-private partnerships, etc.);
- Industries of focus;
- Characteristics of leadership;
- Private or public status.

VII. List of Deliverables

Sage Policy Group, Inc. will supply the City of Greenbelt with the following deliverables based on a timeline jointly developed by Sage and the City of Greenbelt. Estimated project completion date is Winter 2014.

1. A summary of findings;
2. Recommendations;
3. Implementation strategies and tactics as well as detailed descriptions of cost and timing of those costs;
4. Analysis of likely benefits and their timing.
5. Juxtaposition of benefits and costs.

VIII. Price Proposal

The project will generate a total charge of \$23,265.¹ This figure is all-inclusive (includes administrative charges). This price is based on a projected 176 hours.

Hourly Rate by Job Category for Consulting Services

Position	Hourly Rate
<i>Sage Policy Group</i>	
Anirban Basu, Principal	\$150.00
Carl DeLorenzo, Project Manager	\$110.00
Shoko Shimokoji, Co-Analyst & Economist	\$100.00
Administrative Charge*	

¹ Price includes 10 percent administrative charge to cover travel, printing, and data purchasing

City of Greenbelt ADA/Non-Discrimination Statement

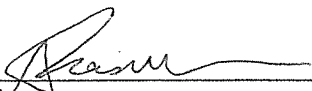
No Contractor who is the recipient of County/City funds, or who proposes to perform any work or furnish any goods under this agreement shall discriminate against any worker, employee, or applicant, or any member of the public because of race, color, sex, gender, sexual orientation, religion, age, marital status, national origin, veterans status, physical or mental disability or perceived disability, or other criteria protected by law. Discriminatory practices based on the foregoing are declared to be contrary to the public policy of the County/City.

Contractor agrees to be in full compliance with the federal mandates of the Americans with Disabilities Act. Contractor further agrees that this article will be incorporated by Contractor in all contracts entered into with suppliers of materials or services; and contractors and subcontractors and all labor organizations, furnishing skilled, unskilled and craft union skilled labor, or who may perform any such labor services in connection with this contract.

The City of Greenbelt does not discriminate on the basis of disability in the admission of, or employment in, its programs, activities or services. Questions regarding this policy may be referred to:

Mary Johnson
Human Resources Director
25 Crescent Road
Greenbelt, MD 20770

I have reviewed and understand the City of Greenbelt's ADA Compliance/Non-Discrimination Statement.



Signature

Anurban Basu

Print Name

Chairman & CEO

Title

Sage Policy Group, Inc.

Organization